United Nations A/61/525/Add.4

General Assembly

Distr.: General
1 December 2006

Original: English

Sixty-first session
Agenda item 117
Programme budget for the biennium 2006-2007

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council: United Nations Assistance Mission in Afghanistan

Report of the Secretary-General

Addendum

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission in Afghanistan (UNAMA) for the period from 1 January to 31 December 2007, totalling $67,532,900 net ($74,169,900 gross).

It is recalled that, in its report on the estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council, the Advisory Committee on Administrative and Budgetary Questions recommended, inter alia, that larger missions should be treated in a manner that would be more suitable to their size and complexity (A/59/569/Add.1, paras. 6 and 7). The present report takes into account the recommendations of the Advisory Committee on the presentation of reports on large political missions such as UNAMA.

06-63765 (E) 071206

Contents

		Paragraphs	Page
I.	Overview of the Mission and its future role	1–6	3
II.	Mission mandate and planned results	7–8	4
III.	Resource requirements	9–20	15
	A. Political affairs (Pillar I)	13–16	16
	B. Regional and subregional offices	17–19	18
	C. Security	20	19
IV.	Analysis of resource requirements	21–54	20
	A. Military and police personnel	21–24	20
	B. Civilian personnel	25–30	21
	C. Operational costs	31–51	22
	D. Other programmes	52–54	26
Annex.	Organizational charts		27

I. Overview of the Mission and its future role

1. The United Nations Assistance Mission in Afghanistan (UNAMA) was established pursuant to Security Council resolution 1401 (2002) for an initial period of 12 months. The mandate of the Mission was subsequently extended by the Security Council in its resolutions 1471 (2003), 1536 (2004) and 1589 (2005). Pursuant to its resolution 1662 (2006), the Council decided to extend the mandate of UNAMA, as proposed in the report of the Secretary-General of 7 March 2006 (A/60/712-S/2006/145), for an additional period of 12 months. The relationship of the Mission with the International Security Assistance Force (ISAF), headquartered in Kabul, was defined in Council resolutions 1386 (2001), 1501 (2003), 1563 (2004) and 1623 (2005).

2. Under its mandate, UNAMA continues to have a political and good offices role. This includes efforts to coordinate and monitor the implementation of the Afghanistan Compact to monitor and promote human rights, to provide technical assistance in sectors where the United Nations has a demonstrated comparative advantage and expertise and to manage all United Nations humanitarian relief, recovery, reconstruction and development activities. As co-chair of the Joint Coordination and Monitoring Board, UNAMA seeks to promote the visibility to the Government of Afghanistan of international assistance activities and to promote greater coherence of the overall reconstruction efforts.

3. UNAMA will maintain its current presence of 8 fully integrated regional offices and 11 provincial offices. No further expansion is envisaged. The Mission will increase its efforts to rely on national staff to ensure a long-term approach to building the capacity of Afghan human capital. The visible deterioration in the security situation (in particular in the south and south-east) over the summer months is of fundamental concern. The perpetrators of the attacks there have demonstrated a growing intent to target civilians, government officials and reconstruction workers. Although there is little or no evidence of deliberate targeting of United Nations staff or assets, additional risk-mitigation measures will be necessary if UNAMA is to maintain its current level of operations. Additional security needs may also arise along with the opening of provincial offices.

4. The roles, responsibilities and authority of the Special Representative of the Secretary-General and the two Deputy Special Representatives of the Secretary-General are determined by the Secretary-General's note of guidance on integrated missions of 9 February 2006, in which he recognized that recovery from conflict required shared strategies across the United Nations system. The Special Representative liaises with the Office of the United Nations High Commissioner for Human Rights, which is represented in UNAMA and on the United Nations country team by the Chief of the Human Rights Unit. The Deputy Special Representative of the Secretary-General for Relief, Recovery and Reconstruction serves as resident coordinator and humanitarian coordinator. UNAMA maintains close contact and coordinates activities both with neighbouring countries and with political missions and country teams in the region, for example, through its liaison offices in Islamabad and Tehran. As UNAMA expands to the provincial level, it remains committed to optimize the cost of constructions, operations and maintenance by entering into common services agreements with other United Nations bodies.

5. The Mission is generally on target to attain the expected accomplishments specified in the logical framework. Humanitarian and development activities as well as human rights/rule of law monitoring have been affected by the deteriorating security situation, especially in the south and south-eastern regions, where the movement and the presence of UNAMA and United Nations bodies has been curtailed. Some resources have been temporarily deployed to other regions based on the expectation that they will return to the south when the situation permits. To adapt to this situation, the United Nations is adopting a low-profile approach through local community structures focusing on achieving quick wins in relatively small areas.

6. At the national level, the establishment of the new consultative group structure, with wide participation by United Nations bodies and UNAMA and chaired by government officials, has increased state leadership in defining national priorities and operationalizing the Afghan National Development Strategy. The regional offices are fully engaged in providing support to the implementation of national programmes at the local level, assisting provincial planning processes and advising on the strengthening of subnational administration and delivery of development programmes.

II. Mission mandate and planned results

7. On the basis of Security Council resolutions 1401 (2002), 1471 (2003), 1536 (2004), 1589 (2005) and 1662 (2006), the objective, expected accomplishments and indicators of achievement are presented below.

Objective: To promote peace and stability in Afghanistan, with increased emphasis on the subnational level.

Expected accomplishments	Indicators of achievement
(a) Socio-political environment conducive to sustainable peace and stability	(a) (i) Regional/provincial stabilization leading to the expansion of the authority of the central Government
	Performance measures:
	2005: 48 regional de-conflicting initiatives
	Estimate 2006: 55 regional de-conflicting initiatives
	Target 2007: 58 provincial de-conflicting initiatives
	(a) (ii) Mechanisms to promote government accountability established and implemented at the provincial level
	Performance measures:
	2005: Not available
	Estimate 2006: Annual performance reviews undertaken for all senior government staff

Target 2007: National legislation adopted in accordance with the United Nations Convention against Corruption by the end of 2007

(a) (iii) Transition of the Independent Electoral Commission (IEC) into a government-funded national institution

Performance measures:

2005: Not available

Estimate 2006: Not available

Target 2007: IEC becomes a government-funded national institution

(a) (iv) Disbandment of illegal armed groups

Performance measures:

2005: 15,000 arms collected/verified

Estimate 2006: 18,000 arms collected/verified

Target 2007: 15,000 arms collected/verified

Outputs

- Peacebuilding and good offices to reduce conflict at the central/provincial levels
- Political analysis and guidance on conflict resolution provided to parties and groups weekly at the national/subnational levels
- Daily interaction with cabinet members, governors and key leaders of both houses of the National Assembly
- Weekly public information programmes on television and radio in Dari/Pashto for the Afghan public
- Weekly briefings for the press in Kabul, periodic media round tables on issues of press interest and periodic press briefings and other events for media in the regions
- Provision of strategic advice to national and regional authorities and key stakeholders as part of the role of UNAMA as co-chair of the Joint Coordination and Monitoring Board and its consultative groups on a monthly basis
- Technical support on adoption of national legislation against corruption through the consultative group structure
- Continuous interaction with members of parliament and their constituents; surveys conducted by UNAMA to assess their support and popularity and whether they are meeting the needs of their constituents
- Biweekly electoral meetings with the Government in support of the IEC transition and their subsequent substantive initiatives including electoral law reform and the timing of future elections
- Liaise directly with the IEC and the Government to ensure proper funding and functioning of the IEC as a national institution ready to conduct future elections

- Weekly participation in public information meetings on the Strategy for Disbandment of Illegal Armed Groups in Afghanistan (DIAG)
- Twice-weekly participation in coordination meetings on DIAG implementation and monitoring, including transport and storage of weapons under the auspices of government and international observers
- Twice-monthly participation in meetings of the DIAG Forum, the principal coordination and decision-making body for DIAG
- Monthly participation in meetings of the DIAG Steering Committee, the highest coordination and decision-making body for DIAG
- Joint field missions with government officials in districts targeted by DIAG, to convince commanders to comply voluntarily
- Joint assessments with government officials of development needs in districts where illegal armed groups are considered substantially compliant by the DIAG joint secretariat

Expected accomplishments	Indicators of achievement
(b) Progress towards reform of the Afghanistan security sector and rule of law	(b) (i) Strengthened capacity and governance of the justice institutions, especially the Supreme Court and the Ministry of Justice *Performance measures:* 2005: Not available Estimate 2006: Not available Target 2007: Adoption of an approved and costed government justice policy and strategy incorporating monitoring and evaluation mechanisms in support of the rule of law benchmarks of the Afghanistan Compact Introduction and implementation in the Supreme Court of rules of procedures in accordance with international norms and standards Introduction and implementation of an ethical framework for judges and prosecutors (b) (ii) Finalization of laws and policies *Performance measures:* 2005: Not available Estimate 2006: Not available Target 2007: New criminal procedure code, anti-terrorism law, law on organization of the attorney general's office and establishment of an independent bar association by the end of 2007 Formulation of a coherent policy on traditional justice

(b) (iii) Improved coordination of the justice sector leads to achievement of the goals of the Afghanistan National Development Strategy and the Afghanistan Compact

Performance measures:

2005: Not available

Estimate 2006: Not available

Target 2007: Justice working group develops its workplan and strategy, resulting in key policy decisions on justice issues

(b) (iv) Government formulation of strategy for the provision of legal aid

Performance measures:

2005: Not available

Estimate 2006: Not available

Target 2007: Government formulates and defines its strategy for the provision of legal aid

Baseline study on the number of legal defenders in criminal trials

Detailed legal awareness and public education activities plan completed in 2007

(b) (v) Safer and more humane prison service

Performance measures:

2005: Not available

Estimate 2006: Not available

Target 2007: 7 prison facilities constructed and/or rehabilitated in line with United Nations and international standards

1,000 prison staff nationwide receive the new officer/non-commissioned officer training

Regulations, policies and organizational structure for the Central Prison Department/Ministry of Justice are developed and formally approved by the priority reform and restructuring programme by 31 December 2007

(b) (vi) Development of accountable and sustainable security sector institutions, including the Ministry of the Interior and its subordinate forces

Performance measures:

2005: Not available

Estimate 2006: Not available

Target 2007: Reform of the structure of the Ministry of the Interior completed by mid-2007

Performance of provincial police offices monitored in all 34 provinces

25 per cent of district police stations monitored

Removal from their posts of police who fail to perform

(b) (vii) Development of accountable security sector institutions, including the Ministry of Defence

Performance measures:

2005: Not available

Estimate 2006: Government adopts a comprehensive and integrated strategy for reform of the security sector and the rule of law

Development and implementation of a strategic approach for the justice sector to legal aid/access to justice, corrections, criminal law and institutional reform

Target 2007: Refinement and initiated implementation of the national security plan

Quality assessments carried out jointly by the Government and the international community

Outputs

- Supportive dialogue with national authorities resulting in the successful monitoring and achievement of the rule of law benchmarks
- Support for the effective functioning of the sub-working groups on law reform, legal aid/access to justice, legal education, land reform/registration and physical justice infrastructure
- Monthly meetings convened by UNAMA as co-focal point of the Justice and Human Rights Working Group and lead support for the sub-working groups on judicial reform and legal aid/access to justice
- Daily advice/support on judicial reform provided to national and international stakeholders
- Acting as centre for information and reporting on justice issues
- Weekly briefings to government and other organizations on justice sector reform
- Facilitating and co-chairing the committee of international experts on criminal justice reform
- Facilitating dialogue among government and other actors on the future of traditional justice

- Weekly advice provided through UNAMA participation in the Afghanistan National Development Strategy/Afghanistan Compact Consultative Group, Justice and Human Rights Working Group and its technical sub-working groups
- Weekly UNAMA liaison and advocacy with donors on justice sector issues
- Monthly meetings of all justice sector sub-working groups and report to the Consultative Group
- Acting as lead in coordinating international support to the Supreme Court through the legal aid and access to justice sub-working group
- Monthly update of matrix of legal aid providers by UNAMA in conjunction with the United Nations Development Fund for Women
- Acting as focal point for prison reform coordinating prison reform and rehabilitation activities between the Government and United Nations and international agencies and donor countries
- Advice and support to the Ministry of Justice and the Central Prison Department/Ministry of Justice for the construction/renovation of prisons and correctional institutions
- Regular meetings with the international community and the Government to build consensus and generate willingness to implement reforms
- Advice to the Government on the implementation of an anti-corruption plan by the police advisory unit
- Weekly review of the Afghan national police
- Coordinating the international input to the Government's joint policy action group
- Sharing analysis of prevailing security conditions with the Government and the international community
- Conducting joint quality assessments of the Afghan National Army with the Government and the international community

Expected accomplishments	**Indicators of achievement**
(c) Increased respect for human rights in Afghanistan	(c) (i) Increase in the human rights cases successfully investigated by the Afghan Independent Human Rights Commission (AIHRC) in cooperation with UNAMA *Performance measures:* 2005: 980 investigations completed Estimate 2006: 1,071 investigations completed Target 2007: 1,300 investigations completed (c) (ii) Increase in human rights capacity-building, monitoring and reporting relating to the state-building process by AIHRC in cooperation with UNAMA

Performance measures:

2005: Not available

Estimate 2006: 300 monitoring activities completed

72 regional reports issued

Target 2007: 400 monitoring activities completed

60 training workshops completed

96 regional reports completed

(c) (iii) Implementation of the Government's Action Plan on Peace, Justice and Reconciliation on transitional justice

Performance measures:

2005: Not available

Estimate 2006: Appointments panel established

Task force to advise the President established

40 regional workshops conducted

1 United Nations report disseminated

Target 2007: Advisory panels established to advise the President on the appointment of government officials

Presidential decree issued to establish a task force to advise on the institutional, legal and procedural framework for dealing with past crimes

Final report of the task force completed and delivered to the President and other stakeholders

20 courses to train trainers and other civil society capacity-building initiatives undertaken in collaboration with AIHRC and the International Center for Transitional Justice

(c) (iv) Publication of joint AIHRC/UNAMA thematic human rights verification reports

Performance measures:

2005: 3 reports published

Estimate 2006: 3 reports published

Target 2007: 4 reports published

(c) (v) Reporting on the effectiveness of measures to protect human rights while building national capacity

Performance measures:

2005: Not available

Estimate 2006: The human rights thematic group of the United Nations country team is established

3 national reports issued

Target 2007: 4 national reports issued

64 workshops completed

Outputs

- Investigation of human rights violations and recommendations for corrective action, in cooperation with AIHRC
- Advice to AIHRC on how to promote and protect human rights consistent with human rights provisions of the Afghan Constitution, in particular the full enjoyment by women of their human rights
- Advice and guidance to the Government and AIHRC on how to monitor and report on the progress of state institutions under reform, to protect and provide access to human rights, including women's access to justice
- Advice to civil society on how to understand, monitor and participate in the state-building process by providing training and relevant documentation on the subject
- Monitoring and advice to the Government on implementation of the Action Plan on Peace, Justice and Reconciliation
- Advice and support on transitional justice to enable the Government to implement the Action Plan
- Acting as a centre for information and reporting on transitional justice issues through regular progress and thematic reports
- Advice on truth-seeking to the President and other stakeholders and recommending measures to be taken to establish a mechanism
- Tracking the effectiveness of measures taken to implement the Afghanistan Compact and the interim Afghan National Development Strategy aimed at the protection of human rights
- Guidance and support to civil society, non-governmental organizations and national institutions on how to assess the effectiveness of the Afghanistan Compact and the interim Afghan National Development Strategy and in promoting corrective measures

Expected accomplishments	Indicators of achievement
(d) Increased rehabilitation, recovery and reconstruction of Afghanistan, with focus on subnational government structures	(d) (i) Increased support to state institutions to ensure Afghan leadership and capacity in defining and implementing national priorities *Performance measures*: 2005: Publication of a government report on progress in achieving the Millennium Development Goals Estimate 2006: Launch by the Government of its interim Afghan National Development Strategy Government to publish reports on the interim Afghan National Development Strategy and the Millennium Development Goals in English and local languages with support from UNAMA Consultations on the Millennium Development Goals/Afghanistan National Development Strategy in 34 provinces Target 2007: 30 per cent of government ministries initiate restructuring and rationalization in line with the Afghanistan National Development Strategy and the Afghanistan Compact 75 per cent of ministries undertaking civil service reform Clear and transparent appointment mechanism applied for all senior appointments to the central Government, the judiciary, provincial governors, police chiefs, district administrators and provincial heads of security (d) (ii) National programmes extended to provinces *Performance measures*: 2005: 3 national programmes implemented and 9 programmes revisited Estimate 2006: 2 national programmes implemented 4 joint Government/United Nations programmes implemented Target 2007: Organizational structures rationalized in 15 per cent of governors' offices 25 provincial development planning processes receive technical support 24 provincial reconstruction teams implement activities in line with the Afghanistan National Development Strategy and the Afghanistan Compact (d) (iii) Increased capacity of the Government for gender mainstreaming in national policies and programmes

Performance measures:

2005: Not available

Estimate 2006: Not available

Target 2007: Gender perspective fully streamlined in the work of 4 consultative groups

National action plan for women in Afghanistan endorsed by the Government

(d) (iv) Increased support to state institutions in implementation of the Afghanistan Compact and the Afghanistan National Development Strategy with respect to cross-cutting issues relating to counter-narcotics

Performance measures:

2005: Not available

Estimate 2006: Not available

Target 2007: 5 implementation plans prepared for the National Drug Control Strategy in line with the Afghanistan Compact and the Afghanistan National Development Strategy

5 provinces have developed proposals for consideration by the Counter-Narcotics Trust Fund

(d) (v) Improved ability of the Government to manage national disaster situations and address the resultant humanitarian issues

Performance measures:

2005: Not available

Estimate: Not available

Target 2007: Appropriate disaster-related terms of reference and standard operating procedures exist for emergency response committees in 14 provinces

10 provincial training courses on disaster management

(d) (vi) Increased capacity of the Government, especially the Central Statistics Office, to manage population and socio-economic data

Performance measures:

2005: Not available

Estimate 2006: Not available

Target 2007: Pilot census completed

Outputs

- Support for the Civil Service Commission in developing workplans, staff performance appraisals and roll-out of reforms for provincial and national ministries
- Monitoring presidential appointments in the provinces and Kabul
- Technical support to consultative groups and their working groups
- Facilitating regular United Nations country team meetings to review United Nations activities in support of the Afghanistan National Development Strategy and the Afghanistan Compact
- Coordinating regular reporting of United Nations bodies through established financial reporting mechanisms led by the Ministry of Finance
- Monitoring civil service appointments in the regions
- Advice to provincial reconstruction teams on development of provincial indicators in coordination with donor countries, United Nations bodies and international military personnel
- Technical assistance to provincial development committees, provincial councils, governors and line ministries
- Assisting and advising the Government, including provincial departments, on policies for gender equality and mainstreaming in line with the Afghanistan National Development Strategy
- Coordinating with the United Nations Development Programme, donors and the Government on strengthening of subnational administration and implementation of projects funded by the Counter-Narcotics Trust Fund
- Counter-narcotics mainstreamed as a cross-cutting issue through the Afghanistan National Development Strategy, through provision of technical advice, participation in relevant consultative and working groups of the Strategy, and coordination with United Nations bodies and government institutions
- Acting as lead international agency for the humanitarian and disaster response working group of the Afghanistan National Development Strategy
- Coordination of United Nations disaster response at the national and regional levels
- Facilitating support to census efforts in the country
- Preparation of census questionnaires agreed upon by user groups

External factors

8. It is expected that the objectives will be achieved provided that all stakeholders keep to the necessary political and/or financial commitments. The increasing emphasis on the subnational level makes implementation dependent on the security situation in each particular region: differing security situations and accessibility across regions may cause uneven delivery. Any unexpected natural disaster may also adversely affect reconstruction activities.

III. Resource requirements

9. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2007 are estimated at $67,532,900 net ($74,169,900 gross) as shown in tables 1 and 3. Table 2 summarizes the staffing requirements.

10. Of that amount, $3,200,400 would be met from the estimated unencumbered balance against the appropriation for 2006. Thus the overall requirements for UNAMA for 2007, after taking into account the unencumbered balance, would amount to $64,332,500 net ($70,969,500 gross).

Table 1
Total resource requirements (net)

(Thousands of United States dollars)

	1 January-31 December 2006		*Variance*	*Requirements for 2007*		
	Appropriations	*Estimated expenditure*	*Savings (deficit)*	*Total requirements*	*Net requirements*	*Non-recurrent requirements*
Category	*1*	*2*	*3=(1-2)*	*4*	*5=(4-3)*	*6*
Military and police personnel	622.1	721.3	(99.2)	891.6	990.8	—
Civilian personnel	39 862.7	35 192.4	4 670.3	42 842.1	38 171.8	—
Operational costs	24 335.3	25 656.9	(1 321.6)	22 994.6	24 316.2	2 646.1
Other programmes	755.5	804.6	(49.1)	804.6	853.7	26.0
Total requirements	**65 575.6**	**62 375.2**	**3 200.4**	**67 532.9**	**64 332.5**	**2 672.1**

Table 2
Staffing requirements

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2006	1	2	1	6	23	61	60	19	**173**	86	17	**276**	171	1 030	32	**1 509**
Proposed 2007	1	2	1	7	23	61	60	19	**174**	92	17	**283**	171	1 030	33	**1 517**
Change	—	—	—	**1**	—	—	—	—	**1**	**6**	—	**7**	—	—	**1**	**8**

11. The total staffing proposed for UNAMA for the period from 1 January to 31 December 2007 is 1,517. The staffing complement would include 283 international staff, consisting of 174 Professional positions and 109 positions in the Field Service and General Service (Other level) categories, 1,201 national staff, including 171 National Officers and 1,030 General Service (Local level) staff and 33 United Nations Volunteers. There will also be one Military Adviser, 17 Military Liaison Officers and 3 Civilian Police Advisers.

12. The proposed staffing reflects an increase of seven international positions (one Senior Police Adviser (P-5) and six Security Officers (Field Service)) and one United Nations Volunteer. It is also proposed to reclassify the position of Head of the Kandahar Regional Office from P-5 to D-1 level. The paragraphs below provide justification for the proposed staffing changes.

A. Political affairs (Pillar I)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2006	—	1	—	3	5	10	5	2	**26**	—	2	**28**	11	27	—	**66**
Proposed 2007	—	1	—	3	6	10	5	2	**27**	—	2	**29**	11	27	1	**68**
Change	—	—	—	—	**1**	—	—	—	**1**	—	—	**1**	—	—	**1**	**2**

Human Rights Unit

United Nations Volunteers: increase of one United Nations Volunteer

13. Under the overall guidance of the Head (D-1), who acts as Senior Adviser to the Special Representative of the Secretary-General and represents the High Commissioner for Human Rights in Afghanistan, the Human Rights Unit includes two P-5, two P-4 and two P-3 Human Rights Officers, three National Officers and seven Human Rights Assistants (Local level). The Unit comprises two sub-units, both of them cooperating with and providing support for national institutions, in particular AIHRC. One sub-unit monitors human rights and international humanitarian law and is tracking the achievement of the human rights benchmarks of the Afghanistan Compact. Each international staff member is responsible for following up and supporting the work of two regional offices and is also in charge of monitoring and providing guidance on human rights themes linked with the Compact and interim Afghan National Development Strategy benchmarks (prisons, arbitrary detention and torture, land and property expropriation, children's rights, women's rights, security services, treaty reporting, social and economic rights and so on). National staff duties mirror the same model of geographical and thematic responsibilities. In addition, the local staff facilitates linkages with national authorities and civil society actors. It is proposed to augment the unit with one United Nations Volunteer position. The proposed Volunteer would be dedicated to managing the human rights database in order to transfer the information on it to the national counterpart institution at the end of the Mission and to provide analytical reports to the Head of the Human Rights Unit and the Deputy Special Representative of the Secretary-General.

14. The other sub-unit provides advice and support for transitional justice processes in post-conflict countries and implementation of the National Action Plan on Peace, Reconciliation and Justice. There will be no change in the staffing table of this sub-unit.

Civilian Police Advisory Unit

International staff: increase of one P-5

Civilian police: decrease of one Civilian Police Adviser

15. The Unit's overall decrease in personnel last year, combined with a concentration of headquarters activities, was required in order to make more effective use of police personnel and to enhance the Unit's ability to provide advice and assistance to all international and Afghan partners involved in police reform on international police standards. The two primary tasks of the Unit include the provision of dedicated police advice (through the Senior Police Adviser) to the Special Representative of the Secretary-General in relation to the Mission's international and coordinating role in Afghanistan; and the provision of advice, assistance and expertise to bilateral partners and other rule of law partners engaged in police matters of relevance to the mandate of the Mission, including institutional police capacity-building, vetting and certification of the reform of the Ministry of the Interior, police training and mentoring of middle and senior management police personnel. The Unit currently consists of four Civilian Police Advisers, one of whom is the Senior Police Adviser, and one Language Assistant (Local level). Given the nature and role of the Unit, a Senior Police Adviser position at the P-5 level is proposed. Creating a staff position for the functions of the Senior Police Adviser would better assist the Mission with long-term prospects of individual commitment, ensuring continuity, consistency and sustainability of the momentum needed to ensure proper implementation of the police mandate. Furthermore, an allocation of such a position at this level would make it possible to recruit personnel with the right expertise, appropriate level of protocol and specialization needed to interact with the core policymakers within the Mission and with the national and international counterparts. Three Civilian Police Advisers will remain in the Mission.

Military Advisory Unit

Military advisers: increase of five Military Liaison Officers

16. The Military Advisory Unit provides specialist military advice and support to the Mission's senior leadership with regard to current operations by the international military forces, the Afghan National Army and anti-Government elements. As the role of the Mission expands to the regional offices, there is an increasing need for UNAMA Military Liaison Officers to be present in the regional offices to significantly strengthen the presence and influence of UNAMA through liaison at the local level with the international military forces and the Afghan National Army. Therefore, as indicated in the report of the Secretary-General of 11 September 2006 on the situation in Afghanistan and its implications for peace and security (A/61/326-S/2006/727), it is proposed to increase the number of Military Liaison Officers from 13 to 18 (one Senior Military Adviser and 17 Military Liaison Officers). They will continue to be supported by two Administrative Assistants (Local level).

B. Regional and subregional offices

	Professional category and above									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Total	Field Security Service	General Service	Total international	National Officer	Local level	United Nations Volunteers	Grand total
Approved 2006	—	—	—	—	8	24	24	8	**64**	23	—	**87**	99	436	—	**622**
Proposed 2007	—	—	—	1	7	24	24	8	**64**	23	—	**87**	99	436	—	**622**
Change	—	—	—	**1**	**(1)**	—	—	—	—	—	—	—	—	—	—	—

International staff: reclassification of one P-5 to D-1

17. UNAMA maintains eight regional offices, in Bamyan, Gardez, Herat, central Kabul, Kandahar, Kunduz, Jalalabad and Mazar-e-Sharif. In addition, UNAMA has two fully operational subregional offices, in Badakhshan and Faryab, and a small logistics base in Panjao to support road missions. Two additional subregional offices in Kunar and Zabul were opened as a pilot project in 2006. The subregional offices in Baghdis, Daikundi, Farah, Ghor, Helmand, Khost and Nimroz are to be opened based on the outcome of the pilot study and security conditions in the respective regions. To the extent possible, UNAMA offices will also co-locate with other United Nations bodies and establish a common service mechanism. At present, United Nations multi-agency compounds have been established in Herat and Kabul.

18. The current overall staffing strength for the regional and subregional offices is 622. Increased emphasis has been placed on capacity-building and training of national staff.

19. Kandahar is the largest province in Afghanistan and is the current focus of the Government of Afghanistan, supported by the international community, in their reconstruction efforts. No other field office has the same coverage of scope and sensitivity as the Kandahar Regional Office. As the priority for development increases, the capacity of the Head of Office to fully oversee the complementary United Nations security strategy and to effect the attendant detailed liaison with senior government security officials, the international security force leadership, non-governmental organizations and heads of United Nations entities, funds and programmes will need to be enhanced. To that end, it is proposed that the position of the Head of the Kandahar Regional Office be reclassified from the P-5 to the D-1 level, based on a review of the province and the prevailing complex security situation in the region. This will provide the position with the capacity to deal at an appropriately high level of interaction and enable effective mandate implementation and programme delivery, in particular in the light of the plan to extend the Mission's presence through the establishment of subregional offices.

C. Security

	Professional category and above									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Total	Field/ Security Service	General Service	Total inter-national	National Officer	Local level	United Nations Volunteers	Grand total
Approved 2006	—	—	—	—	—	2	13	3	**18**	37	—	**55**	8	315	2	**380**
Proposed 2007	—	—	—	—	—	2	13	3	**18**	43	—	**61**	8	315	2	**386**
Change	—	—	—	—	—	—	—	—	—	**6**	—	**6**	—	—	—	**6**

International staff: increase of six Field Service staff

20. In 2007, the security situation in Afghanistan is expected to remain volatile. Given the current threat environment and the roles of the two Deputy Special Representatives of the Secretary-General, there is a need to strengthen the close protection team for these two senior officials. The current demands on the close protection team of the Special Representative of the Secretary-General in its current structure are such that the team is not in a position to provide these additional services to the Deputy Special Representatives. Six additional close protection officers (Field Service) (three for each Deputy Special Representative) are proposed to be added to the close protection team in UNAMA.

Table 3
Detailed cost estimates
(Thousands of United States dollars)

	1 January-31 December 2006		Variance	Requirements for 2007		
	Appropriation	Estimated expenditures	Savings (deficit)	Total requirements	Net requirements	Non-recurrent requirements
Category of expenditure	*1*	*2*	*3=(1-2)*	*4*	*5=(4-3)*	*6*
I. Military and police personnel						
Military observers	462.0	537.4	(75.4)	769.9	845.3	—
Civilian police	160.1	183.9	(23.8)	121.7	145.5	—
Total, category I	**622.1**	**721.3**	**(99.2)**	**891.6**	**990.8**	**—**
II. Civilian personnel						
International staff	26 578.3	24 930.9	1 647.4	28 928.1	27 280.7	—
National staff	12 006.0	8 955.1	3 050.9	12 356.0	9 305.1	—
United Nations Volunteers	1 278.4	1 306.4	(28.0)	1 558.0	1 586.0	—
Total, category II	**39 862.7**	**35 192.4**	**4 670.3**	**42 842.1**	**38 171.8**	**—**
III. Operational costs						
Consultants	71.1	60.5	10.6	—	(10.6)	—
Official travel	760.7	892.0	(131.3)	676.8	808.1	—

	1 January-31 December 2006		Variance	Requirements for 2007		
	Appropriation	Estimated expenditures	Savings (deficit)	Total requirements	Net requirements	Non-recurrent requirements
Category of expenditure	1	2	3=(1-2)	4	5=(4-3)	6
Facilities and infrastructure	6 555.6	5 967.9	587.7	5 959.4	5 371.7	807.3
Ground transportation	3 837.1	3 634.8	202.3	1 993.2	1 790.9	119.7
Air transportation	7 580.2	9 673.5	(2 093.3)	9 431.9	11 525.2	—
Communications	2 704.2	2 941.7	(237.5)	2 442.3	2 679.8	802.2
Information technology	1 449.3	1 591.2	(141.9)	1 484.2	1 626.1	653.2
Medical	342.9	199.0	143.9	264.8	120.9	—
Other supplies, services and equipment	1 034.2	696.3	337.9	742.0	404.1	263.7
Total, category III	**24 335.3**	**25 656.9**	**(1 321.6)**	**22 994.6**	**24 316.2**	**2 646.1**
IV. Other programmes						
Public information programme	182.4	228.9	(46.5)	230.0	276.5	26.0
Training	573.1	575.7	(2.6)	574.6	577.2	—
Total, category IV	**755.5**	**804.6**	**(49.1)**	**804.6**	**853.7**	**26.0**
Total requirements	**65 575.6**	**62 375.2**	**3 200.4**	**67 532.9**	**64 332.5**	**2 672.1**

IV. Analysis of resource requirements

(In thousands of United States dollars)

A. Military and police personnel

	Appropriation 2006	Requirements for 2007	Resource change
Military observers	462.0	769.9	307.9

21. The provision of $769,990 for military personnel costs reflects requirements with respect to mission subsistence allowance, clothing allowance, travel costs and death and disability compensation. It takes into account the actual deployment of one Military Adviser and 17 Military Liaison Officers with mission subsistence allowance at $90 per day from January to December 2007. Deployment travel is calculated at an average cost of $7,500 per person, taking into account that the outgoing travel is arranged by the Mission and uses the Mission's air assets for travel to Dubai. Clothing allowance is based on the standard rate of $200 per person per year. Death and disability is calculated, based on the standard cost and ratio, at an estimated $40,000.

22. The number of military observers would be increased from 13 to 18 in 2007, resulting in the proposed increase.

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Civilian police	160.1	121.7	(38.4)

23. The provision of $121,700 for Civilian Police Advisers reflect requirements with respect to mission subsistence allowance, clothing allowance, travel costs and death and disability compensation. It takes into account the actual deployment of three Civilian Police Advisers with mission subsistence allowance at $90 per day from April to December 2006. Deployment travel is calculated at an average cost of $7,500 per person and is adjusted to account for outgoing travel, which is arranged by the Mission and uses the Mission's air assets for travel to Dubai. Clothing allowance is based on the standard rate of $200 per person per year. The provision for death and disability compensation for civilian police is included under military personnel and thus is not included under this heading.

24. The decreased funding requirement is a result of the changes to the civilian police component of the Mission from eight in the period from January to March 2006 to four in the period from April to December 2006, and would be three in 2007.

B. Civilian personnel

	Appropriation 2006	*Requirements for 2007*	*Resource change*
International staff	26 578.3	28 928.1	2 349.8

25. The provision of $28,928,100 provides for international staff salaries, common staff costs, including hazardous duty station allowance and mission subsistence allowance. Provision for salaries and common staff costs is made for a total of 283 international staff (174 Professional staff and 109 staff in the Field Service and General Service (Other level) categories). The mission subsistence allowance is budgeted at $90 per day and the hazardous duty station allowance at $1,000 per month. Separate provisions are made to cover residential security measures, to ensure compliance with the minimum operating security standards, and premiums for malicious acts insurance. The residential security measures have two components, a one-time payment of up to $1,000 per staff member for security installation and a recurrent reimbursement for the hiring of security guards of up to $480 per month per residence. The cost estimates include a 25 per cent vacancy factor.

26. The increase in the funding required under this heading is a result of the changes to the staffing strength of the Mission from 233 (January-March 2006) to 276 (April-December 2006) to the proposed 283 (January-December 2007).

	Appropriation 2006	*Requirements for 2007*	*Resource change*
National staff	12 006.0	12 356.0	350.0

27. The provision of $12,356,000 provides for national staff salaries and common staff costs, including hazardous duty station allowance, for a total of 1,201 national staff (171 National Officers and 1,030 Local level). A vacancy factor of 25 per cent has been applied. The estimates also provide for overtime, computed at 3 per cent of net salary costs, based on the expenditure pattern in 2006. The cost estimates include a 25 per cent vacancy factor.

28. The standard salary costs are based on the local salary scale effective 1 October 2005 and the increase in the funding required under this heading is the result of the proposed salary revision in 2006. In addition, the staffing strength of the Mission was revised from 883 (January-March 2006) to 1,201 (April-December 2006).

	Appropriation 2006	*Requirements for 2007*	*Resource change*
United Nations Volunteers	1 278.4	1 558.0	279.6

29. The provision of $1,558,000 provides for the costs of deployment of 33 United Nations Volunteers and covers the cost of monthly living allowances, travel on assignment and repatriation, settling-in grants, insurance, training and hazardous duty station allowances. It also covers the programme support costs due to United Nations Volunteers headquarters in Bonn, Germany, at the rate of 8 per cent of total costs under this heading. No vacancy factor is applied in costing the United Nations Volunteers as full incumbency is expected during the proposed period.

30. The increase in requirements is due to the increased cost per United Nations Volunteer from $3,600 in 2006 to $3,900 in 2007. Furthermore, the staffing strength of the Mission was revised from 29 (January-March 2006) to 32 (April-December 2006) and would be 33 in 2007.

C. Operational costs

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Consultants	71.1	0.0	(71.1)

31. There would be no requirements for consultancy services during the proposed period.

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Official travel	760.7	676.8	(83.9)

32. The estimates for official travel include a non-training travel provision of $676,800. This includes an amount of $302,800 relating to the official travel of the Special Representative of the Secretary-General and his senior team members outside the Mission area for consultations with political counterparts and briefings to the Security Council. The travel costs also include an estimate of $345,000 for intra-Mission travel to the various provinces. This is based on the average monthly expenditure of $28,750 incurred during the previous year and includes travel costs incurred to provide technical support to the various regions, costs incurred for security for road missions, visits to regional offices and human rights verification visits. In addition, provision of $29,000 is also made to facilitate the travel of heads of regional offices to attend regular monthly meetings with the Special Representative of the Secretary-General and senior management. The continuous travel within the Mission area is required to provide essential technical support to various regions and to ensure that regular programme consultation takes place between the various components of UNAMA for the efficient implementation of its mandate.

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Facilities and infrastructure	6 555.6	5 959.4	(596.2)

33. The estimates for facilities and infrastructure provide for acquisitions valued at $807,300 for procurement of three generators ($276,000), accommodation equipment ($41,200), office furniture and equipment ($356,400), security and safety equipment ($72,100), fire safety equipment ($61,600) and related freight costs.

34. A provision of $898,400 is proposed for rental of premises, including the cost of renovations/alterations to existing offices.

35. A provision of $2,017,200 is proposed for utilities, based on the monthly average (179,343 litres) of the actual consumption pattern. The cost includes the cost of fuel for the additional subregional offices.

36. A provision of $768,200 is proposed for cleaning and maintenance contracts and disposal of waste, including hazardous waste, and costs for casual labour for electricians, plumbers, sewage cleaning and other building maintenance services at all locations.

37. A provision of $707,400 is proposed for security services to manage the security of United Nations offices, including the Mission's share of the costs for the United Nations Protection Unit and rental costs for armed escort vehicles and personnel provided by the Ministry of the Interior.

38. A provision of $200,000 is requested under construction services to provide for the alteration/remodelling of government-supplied communications facilities and regional/subregional offices.

39. A provision of $560,900 is proposed for the provision of other office expenses, including stationery and office supplies ($165,100), spare parts for generators and other miscellaneous electrical and other equipment ($313,800), maintenance supplies and security supplies ($82,000).

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Ground transportation	3 837.1	1 993.2	(1 843.9)

40. The estimates for ground transportation provide for the acquisition of four vehicles (four replacements) at a cost of $103,000 for the establishment of a total vehicle fleet of 410 vehicles, petrol (monthly average of 350 litres per vehicle per month) and oil and lubricants for $911,200. The estimates also include a provision for the acquisition of vehicle workshop equipment ($16,700), rental of heavy-duty equipment for construction activities ($23,800), liability insurance ($64,500) and spare parts and costs for repairs and maintenance ($874,000).

41. The reduced requirements are mainly due to the reduced procurement of new vehicles and lower maintenance costs on recent acquisitions.

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Air transportation	7 580.2	9 431.9	1 851.7

42. The estimates include operating costs, liability insurance and fuel for a fleet of two fixed-wing and two rotary-wing aircrafts operating for a total of 2,580 hours, comprising 1,380 hours of fixed-wing and 1,200 hours of rotary-wing aircraft. Proposed estimates for air transportation provide for the rental and operation of fixed-wing and rotary-wing aircraft for a total of $7,287,900 (fixed-wing $3,666,100 and rotary-wing $3,621,800), petrol, oil and lubricants ($1,806,000), liability insurance ($40,400), landing fees and handling charges ($83,200), air safety equipment and supplies ($20,000) and aircrew subsistence allowance ($194,400).

43. Increased requirements are mainly due to the proposed expenditure on rotary-wing aircraft for an entire year, as opposed to six months in the previous period. The contract price and operating costs for the helicopters have increased substantially as a result of the risks associated with the area of operation and the security conditions prevailing in the provinces.

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Communications	2 704.2	2 442.3	(261.9)

44. The estimates for communications provide for the acquisition of communications equipment at a total cost of $802,200 for very-high and ultra-high frequency and radio, satellite and telephone equipment and other communications workshop equipment, commercial communications ($1,366,200), which includes, inter alia, Inmarsat charges and charges for Thuraya satellite phones, local telephone lines, local leased lines and connectivity to the United Nations Logistics Base in

Brindisi, Italy, and to New York. In addition, $273,900 is provided for spare parts and maintenance in all the existing and proposed offices. The above equipment will make possible connectivity to the new subregional offices and ensure that the minimum operating safety standards are complied with in the Mission.

45. The reduced requirements are mainly due to reduced acquisition of communications equipment in 2007.

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Information technology	1 449.3	1 484.2	34.9

46. The estimates for information technology provide for the scheduled replacement of information technology equipment ($653,200), including 150 desktop computers, 65 laptop computers, 30 network printers, 5 digital senders and 10 servers, and information technology services ($345,500) required for the initial installation and configuration of the equipment. Included in the estimate is the software for network control, mail management and electronic archival, and software and operating system licence fees ($343,100), and the cost of spare parts and supplies ($142,400), computed at 3 per cent of the estimated $4.75 million inventory.

47. The increased requirements are mainly attributable to the software and operating system licence fees relating to acquisitions in 2006.

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Medical services	342.9	264.8	(78.1)

48. The provision for medical services amounts to $264,800, including expenses for four medical evacuations ($60,000) and the cost of medical supplies, and maintenance and supply of medical equipment ($204,800).

49. No procurement of additional medical equipment is proposed for 2007, resulting in the reduced requirement.

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Other supplies, services and equipment	1 034.2	742.0	(263.7)

50. The estimates for other supplies, services and equipment provide for miscellaneous equipment such as air conditioners, fire extinguishers, first-aid kits ($209,700), subscriptions ($12,400), requirements for security, military and police personnel ($46,700), hospitality ($10,500), bank and insurance charges ($154,500), freight costs, including mail and pouch services ($215,400) and other miscellaneous services and welfare equipment ($92,800).

51. The reduced requirements are mainly attributable to the identification of a cheaper source for uniforms and a reduction in bank charges.

D. Other programmes

	Appropriation 2006	*Requirements for 2007*	*Resource change*
Public information programme	182.4	230.0	47.6

52. The public information programme is intended to increase public awareness of United Nations activities in the region. It is proposed to conduct a number of activities to achieve that objective, at an estimated cost of $180,000, including public information programmes on local radio and television, media coverage and related design and publication, regional campaigns and production and printing of other public information materials. In addition, the cost of supplies and equipment for the office of the spokesperson is estimated at $50,000.

53. The increased requirements are mainly attributable to the acquisition of equipment to upgrade the press conference room and the supplies and equipment related to public information campaigns.

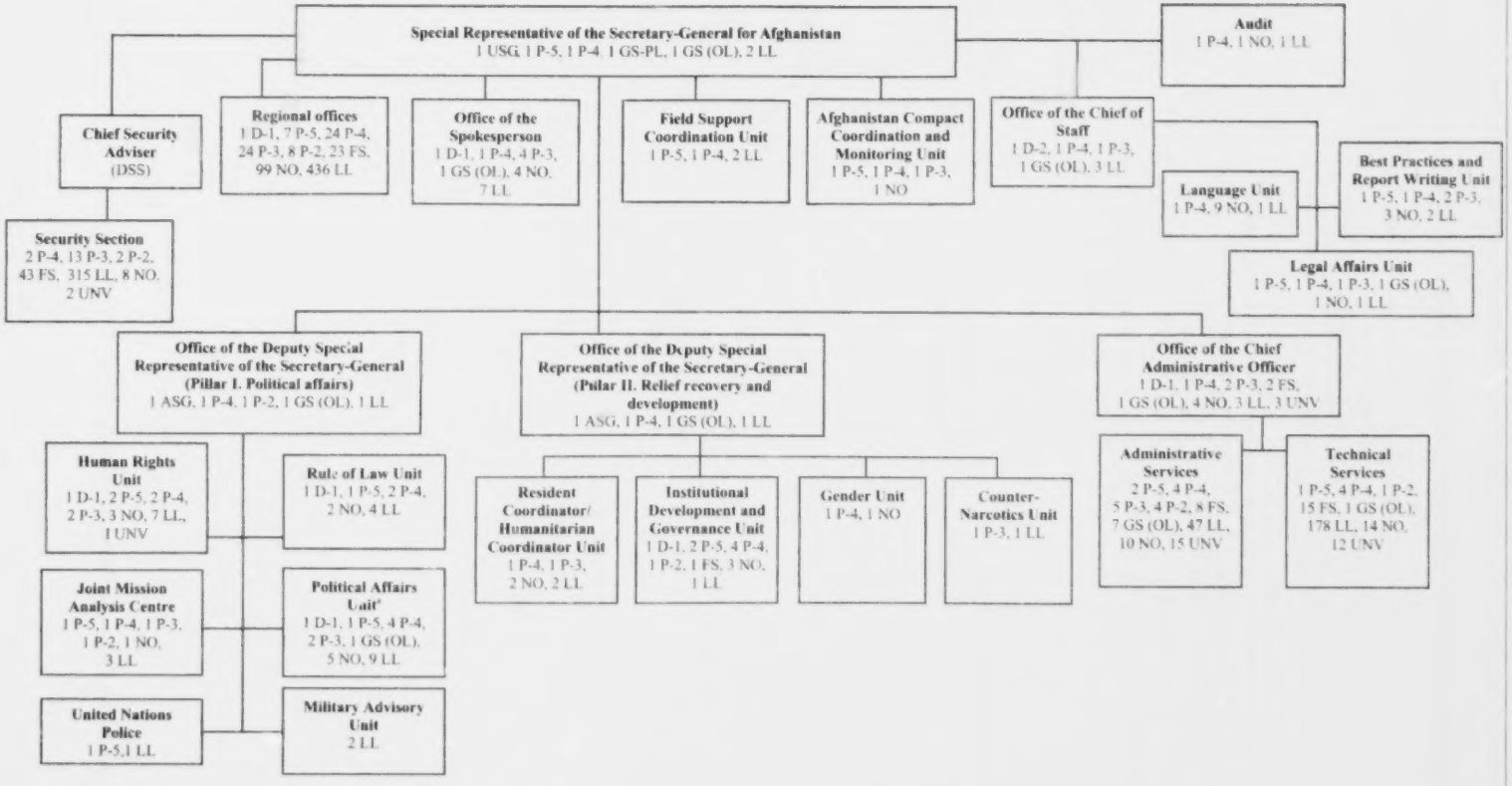
	Appropriation 2006	*Requirements for 2007*	*Resource change*
Training	573.1	574.6	1.5

54. The estimates for training activities in the Mission provide for consultant costs ($182,000), travel costs ($313,900) and training supplies, services and other costs ($78,700). The 2007 training plan includes external courses to train trainers, best practices, procurement, information and communications technology, and aviation safety, as well as in-Mission training. It is the objective of the Mission to ensure wide participation in its training activities and it is therefore proposed to conduct several training courses in-house, resulting in consultants travelling to the Mission. The travel costs relate to international staff attending training courses conducted at Headquarters or the United Nations Logistics Base in Brindisi, Italy, to keep themselves up to date on current trends in their respective areas.

Annex

Organizational charts*

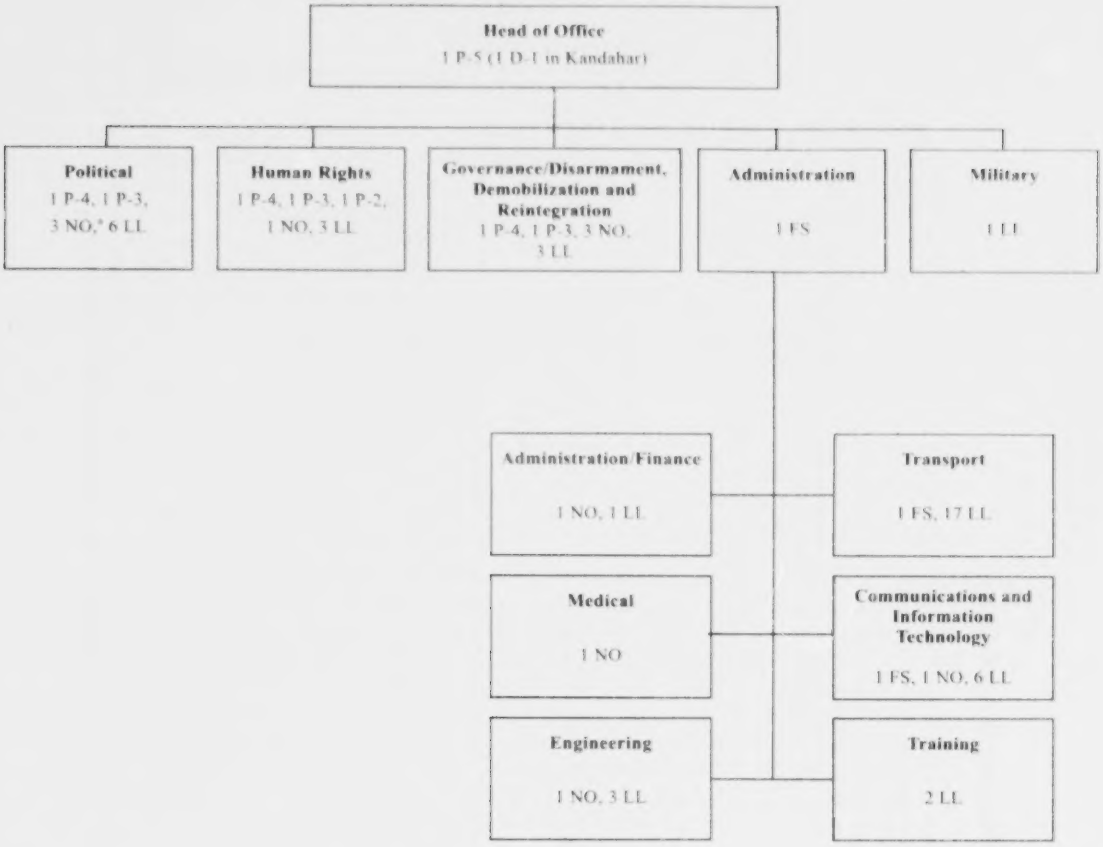
A. United Nations Assistance Mission in Afghanistan


Special Representative of the Secretary-General for Afghanistan
1 USG, 1 P-5, 1 P-4, 1 GS-PL, 1 GS (OL), 2 LL
Audit
1 P-4, 1 NO, 1 LL
Chief Security Adviser (DSS)
Regional offices
1 D-1, 7 P-5, 24 P-4, 24 P-3, 8 P-2, 23 FS, 99 NO, 436 LL
Office of the Spokesperson
1 D-1, 1 P-4, 4 P-3, 1 GS (OL), 4 NO, 7 LL
Field Support Coordination Unit
1 P-5, 1 P-4, 2 LL
Afghanistan Compact Coordination and Monitoring Unit
1 P-5, 1 P-4, 1 P-3, 1 NO
Office of the Chief of Staff
1 D-2, 1 P-4, 1 P-3, 1 GS (OL), 3 LL
Language Unit
1 P-4, 9 NO, 1 LL
Best Practices and Report Writing Unit
1 P-5, 1 P-4, 2 P-3, 3 NO, 2 LL
Security Section
2 P-4, 13 P-3, 2 P-2, 43 FS, 315 LL, 8 NO, 2 UNV
Legal Affairs Unit
1 P-5, 1 P-4, 1 P-3, 1 GS (OL), 1 NO, 1 LL
Office of the Deputy Special Representative of the Secretary-General (Pillar I. Political affairs)
1 ASG, 1 P-4, 1 P-2, 1 GS (OL), 1 LL
Office of the Deputy Special Representative of the Secretary-General (Pillar II. Relief recovery and development)
1 ASG, 1 P-4, 1 GS (OL), 1 LL
Office of the Chief Administrative Officer
1 D-1, 1 P-4, 2 P-3, 2 FS, 1 GS (OL), 4 NO, 3 LL, 3 UNV
Human Rights Unit
1 D-1, 2 P-5, 2 P-4, 2 P-3, 3 NO, 7 LL, 1 UNV
Rule of Law Unit
1 D-1, 1 P-5, 2 P-4, 2 NO, 4 LL
Resident Coordinator/ Humanitarian Coordinator Unit
1 P-4, 1 P-3, 2 NO, 2 LL
Institutional Development and Governance Unit
1 D-1, 2 P-5, 4 P-4, 1 P-2, 1 FS, 3 NO, 1 LL
Gender Unit
1 P-4, 1 NO
Counter-Narcotics Unit
1 P-3, 1 LL
Administrative Services
2 P-5, 4 P-4, 5 P-3, 4 P-2, 8 FS, 7 GS (OL), 47 LL, 10 NO, 15 UNV
Technical Services
1 P-5, 4 P-4, 1 P-2, 15 FS, 1 GS (OL), 178 LL, 14 NO, 12 UNV
Joint Mission Analysis Centre
1 P-5, 1 P-4, 1 P-3, 1 P-2, 1 NO, 3 LL
Political Affairs Unit[a]
1 D-1, 1 P-5, 4 P-4, 2 P-3, 1 GS (OL), 5 NO, 9 LL
United Nations Police
1 P-5,1 LL
Military Advisory Unit
2 LL

* *Abbreviations*: ASG=Assistant Secretary-General; FS=Field Service; GS (OL)=General Service (Other level); LL=General Service (Local level); NO=National Officer; SS=Security Service; UNV=United Nations Volunteers, DDS=Department of Safety and Security.

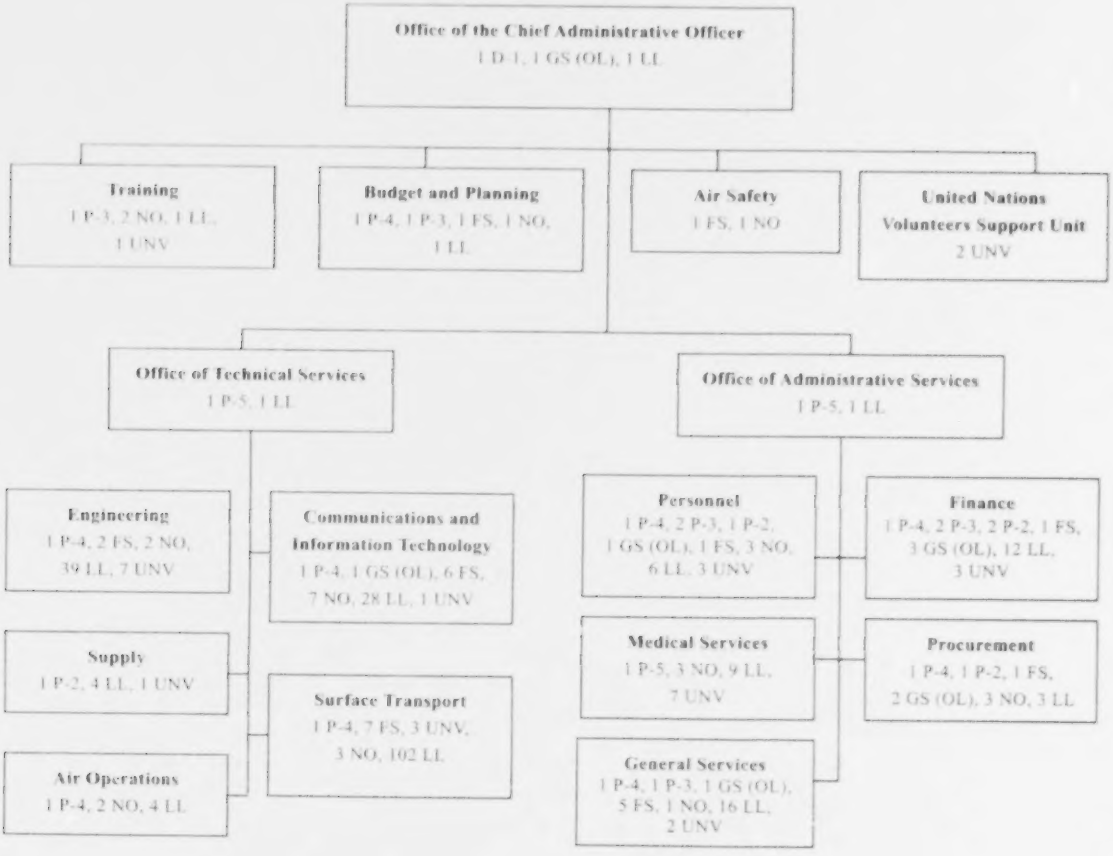
[a] The liaison offices in Islamabad and Tehran report to the Political Affairs Unit.

B. Standard regional office structure



* One National Officer is a Public Information Officer.

C. Administration of the United Nations Assistance Mission in Afghanistan


Office of the Chief Administrative Officer
1 D-1, 1 GS (OL), 1 LL
Training
1 P-3, 2 NO, 1 LL, 1 UNV
Budget and Planning
1 P-4, 1 P-3, 1 FS, 1 NO, 1 LL
Air Safety
1 FS, 1 NO
United Nations Volunteers Support Unit
2 UNV
Office of Technical Services
1 P-5, 1 LL
Office of Administrative Services
1 P-5, 1 LL
Engineering
1 P-4, 2 FS, 2 NO, 39 LL, 7 UNV
Communications and Information Technology
1 P-4, 1 GS (OL), 6 FS, 7 NO, 28 LL, 1 UNV
Supply
1 P-2, 4 LL, 1 UNV
Surface Transport
1 P-4, 7 FS, 3 UNV, 3 NO, 102 LL
Air Operations
1 P-4, 2 NO, 4 LL
Personnel
1 P-4, 2 P-3, 1 P-2, 1 GS (OL), 1 FS, 3 NO, 6 LL, 3 UNV
Finance
1 P-4, 2 P-3, 2 P-2, 1 FS, 3 GS (OL), 12 LL, 3 UNV
Medical Services
1 P-5, 3 NO, 9 LL, 7 UNV
Procurement
1 P-4, 1 P-2, 1 FS, 2 GS (OL), 3 NO, 3 LL
General Services
1 P-4, 1 P-3, 1 GS (OL), 5 FS, 1 NO, 16 LL, 2 UNV